

# Inter-organizational partnerships and new forms of governance:

## Conditions for a balanced and durable compromise

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# Observations and question

Our observations:

- Innovative solutions to the needs for flexibility and security expressed by both employers and their employees, frequently set up on an intercompany basis  
*Examples: umbrella companies, skill pooling, employers associations, jobpools, flexpools, etc.*
- Some of these are on the borders of the existing legal framework; some are described as balanced and satisfying for all their stakeholders, other are unbalanced, unsatisfying, unsustainable

Our question:



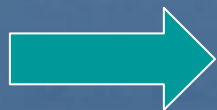
**Under which conditions is it possible to find flexicurity compromises able to preserve the general interest at the inter-organizational level?**

# An action-research methodology

- Project granted by the ESF (EU)
- Methodology
  - **Critical:** a positioning different for the flexicurity research mainstream (focus on the micro level and the emergent practices)
  - **Experimental:** testing the implementation and perpetuation modes for new flexicurity practices at the micro level (companies partnerships, labour market area, territory, ...) through pilot projects
  - **Participative:** mobilization and involvement of labour market stakeholders in the experimental, analytic and theoretical work
  - **Abductive:** iterative process between field and theory to give sense to the field observations

# A pilot project: pluriactivity in the logistics sector

- Starting point: packers at the Trilogi company (air freight express transportation) working part-time (20h/week) at night (0-4 am)
  - insecure situation for the workers in terms of income
- Workers are tacking initiatives to complement their income: part-time in another company (during the day of the night, self-employment, moonlighting, etc.)
  - insecure situation
    - For the workers, to coordinate the various activities and in terms of work life balance
    - For the employers, in terms of workers flexibility and security at work
- The pluriactivity solution set up by the workers themselves between Trilogi and PiecElec, another logistics company on the airport site, seems to be valued by all parties

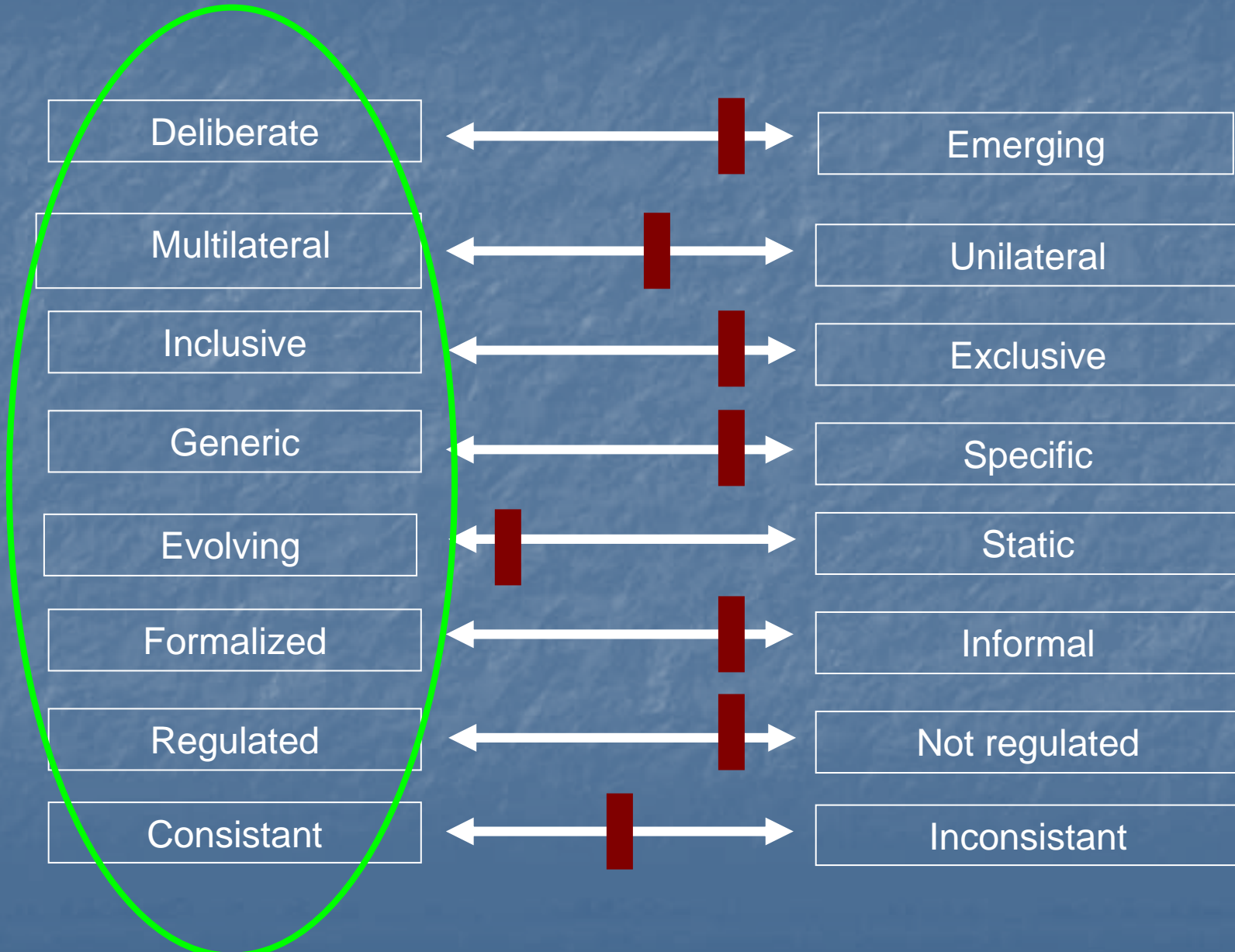


**How can we « qualify » the existing compromises?  
How can we make them balanced and long-lasting?**

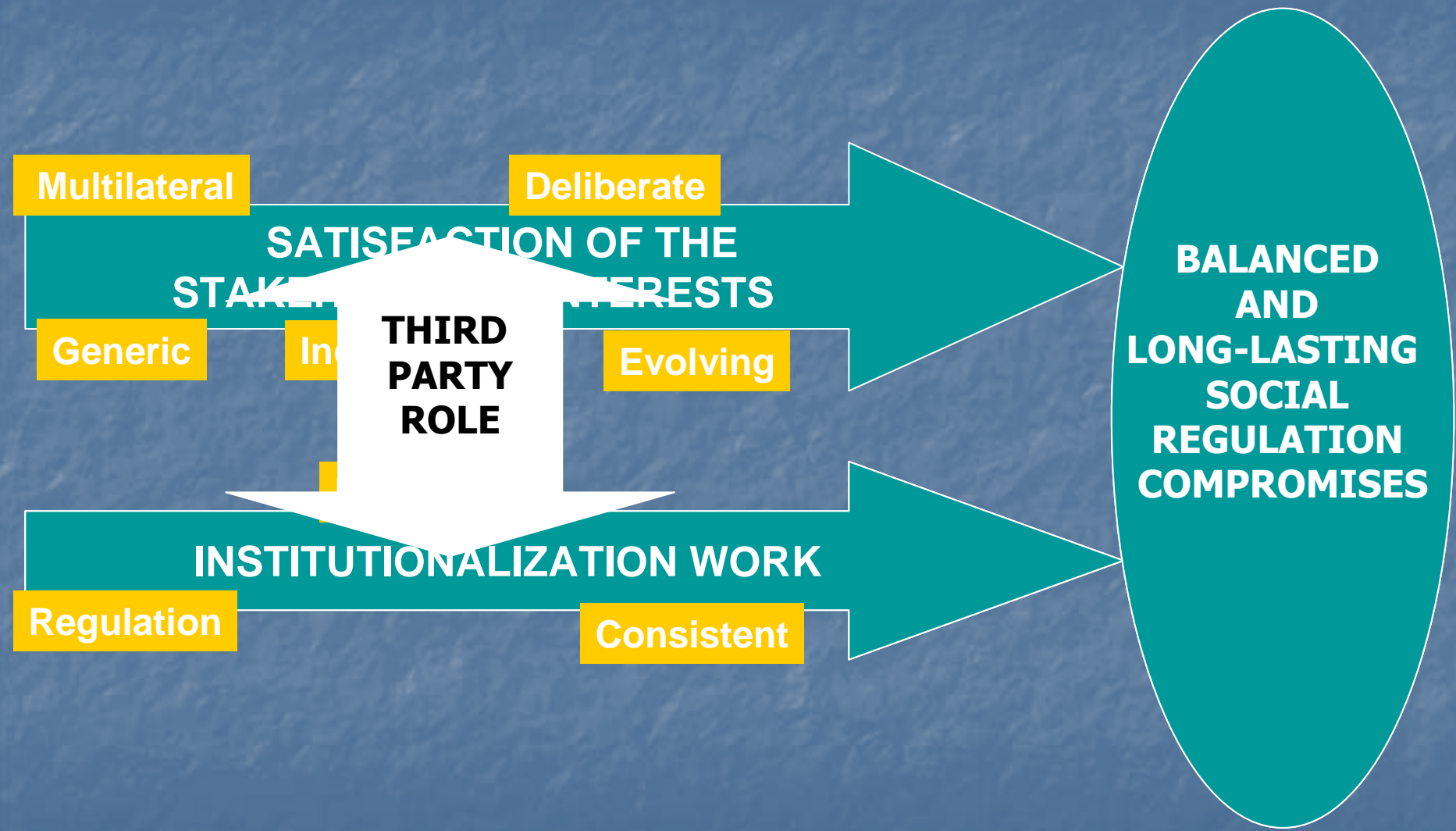
# Emerging conditions for balanced and durable compromises

VARIABLE	DESCRIPTION
Deliberate/ Emerging	Voluntary negotiation, with explicit reference to requirements expressed and accepted by the stakeholders vs. gradual or iterative adjustments, with reference to requirements that appear as time goes by
Multilateral/ Unilateral	Involvement of the various stakeholders at the various steps of the process (pluralism) vs. involvement limited to some stakeholders
Inclusive/ Exclusive	Ability to bring the stakeholders out of their usual roles and to go beyond the defence of their initial interests vs. upholding of the preexisting identity split between stakeholders
Generic/ Specific	Uniform application to all members of one of the groups that is a party to the negotiations vs. compromise satisfying specific issues expressed by an individual or restricted group.
Evolving/Static	Possibility to adapt and enrich the compromise throughout its existence vs. rigidity of the compromise negotiated
Formalized/ Informal	Compromise based on an official agreement between stakeholders (explicit, documented, accessible) vs. informal agreement.
Regulated/ Not regulated	Existence or not of a system for controlling and penalizing, linked to the compromise (cultural norms, interdependence of the partners, collective bargaining agreements, laws and regulations).
Consistant/ Inconsistant	Consistency of the content of the compromise with existing regulation at higher levels

# Conditions applied to our case study



# We suggest 3 avenues...



# Further research needed about this third party role ...

- ... which seems to be the **condition for the fulfilment** of the SH satisfaction and institutionnal work processes, through
  - A cognitive work
    - Reframing
    - Reflexivity
    - Des-enrolment/Re-enrolment
  - A pragmatic work
    - Exploratory process
    - Progressive building of a common framework
- ... which differs from the usual conception of the third-party:
  - Neutral, disinterested, equidistant, expert, mediator...
  - Collective role, taken in charge by actors with explicit interests, stimulating an new collaborative dynamics



■ **Thank you for your attention!**

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